

NAME OF THE COURSE		Strategic management					
Code	EUB304	Year of study		1. (graduate)			
Course teacher	Anita Talaja, PhD Nikša Alfirević, PhD	Credits (ECTS)		5			
Associate teachers	Zvonimir Kuliš, PhD	Type of instruction (number of hours)		L	S	E	F
				26		26	
Status of the course	Compulsory and elective	Percentage of application of e-learning		40%			
COURSE DESCRIPTION							
Course objectives	After completing this course students will be able to understand theoretical concepts of strategic management and strategic management process.						
Course enrolment requirements and entry competences required for the course	None						
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	Course learning outcome: Compare different strategic management approaches and methods.						
	1. Determine the process and models of strategic management. 2. Classify elements and methods for external environment analysis. 3. Determine industry structure and firm's competitive position. 4. Appraise the role of resources and capabilities in strategy formulation. 5. Compare different types of business strategies, corporate strategies and corporate social responsibility. 6. Determine phases of strategic management, i.e. strategic formulation, implementation and control.						
Course content broken down in detail by weekly class schedule (syllabus)		Lectures		Exercises			
		Topic	Hours	Topic		Hours	
	1	Strategic management and strategic competitiveness.	2	Opening discussion. Student expectations. Information on the course, requirements and grading.		2	
	2	The external environment: Segments and analysis of general environment.	2	Case studies/assignments.		2	
	3	The external environment: Industry structure.	2	Case studies/assignments: 5 forces model.		2	
	4	Industry environment analysis.	2	Case studies/assignments.		2	
	5	The internal organization: Resources, capabilities, core competencies and competitive advantage.	2	Case studies/assignments: VRIO framework.		2	
	6	Analysing the internal organization.	2	Presentation and discussion of student research papers.		2	
	7	Business-level strategy – definition, types and	2	Presentation and discussion of student research papers.		2	

		purpose.				
	8	Corporate strategies: Vertical integration and corporate diversification.	2	Case studies/assignments.	2	
	9	Corporate strategies: Strategic alliances; Mergers and acquisitions.	2	Presentation and discussion of student research papers.	2	
	10	Strategic corporate social responsibility – characteristics and principles.	2	Presentation and discussion of student research papers.	2	
	11	Strategy formulation. Strategic choice.	2	Case studies/assignments.	2	
	12	Strategy implementation.	2	Presentation and discussion of student research papers.	2	
	13	Strategic control – processes, types and levels of control.	2	Case studies/assignments.	2	
Format of instruction	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> exercises <input type="checkbox"/> on line in entirety <input type="checkbox"/> partial e-learning <input type="checkbox"/> field work		<input type="checkbox"/> independent assignments <input type="checkbox"/> multimedia <input type="checkbox"/> laboratory <input type="checkbox"/> work with mentor <input type="checkbox"/> guest lecturer			
Student responsibilities	Requirement for the successful completion of the course is 70% of class attendance for regular, full-time students. Students should also participate in case studies/assignments and present an essay.					
Screening student work (name the proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course)	Class attendance	0.5 ECTS	Research		Practical training	
	Experimental work		Report		Case studies/assignments	0.5 ECTS
	Essay		Seminar essay	2 ECTS	Individual evaluations (Other)	2 ECTS
	Tests		Oral exam		(Other)	
	Written exam		Project		(Other)	
Grading and evaluating student work in class and at the final exam	Two individual evaluations are organized during the semester. Final grade is formed following way: two individual evaluations during the semester or the final cumulative individual evaluation at the end of the semester - 40% of the grade, seminar (essay) - 40% of the grade, case studies/assignments - 20% of the grade. Grading intervals: 50-60% pass (2); 61-75% good (3); 76-85% very good (4), 86-100 excellent (5).					
Required literature (available in the library and via other media)	Title			Number of copies in the library	Availability via other media	
	Hitt, M.A., Ireland, D., Hoskisson, R.E.: Strategic Management: Competitiveness and Globalization,			1		

	Cengage Learning, 2017.		
	Thompson A. A. et. Al.: Crafting and executing strategy: The quest for competitive advantage, Mc Graw Hill, 2020.	1	
	Barney, J.B., Hesterly, W.S.: Strategic management and competitive advantage, Pearson, 2015.	1	
Optional literature (at the time of submission of study programme proposal)	1. Grant M. Robert: <i>Contemporary Strategy Analysis: Concepts, Techniques, Applications</i> , Blackwell Publishers Inc., Malden, Massachusetts, Third edition, 2001. 2. Mintzberg, H., Lampel, J., Ahlstrand, B. (2005): <i>Strategy Safari: A Guided Tour Through The Wilds of Strategic Mangament</i> , Free Press 3. Talaja, A. (2012): Testing VRIN framework: resource value and rareness as sources of competitive advantage and above average performance, <i>Journal of Contemporary Management Issues</i> , 17(2), 51-64. 4. Porter, M.A.(1997): <i>How Competitive Forces Shape Strategy</i> , Harvard Business Review, July-August 5. Barney, J.B. (1991): <i>Firm Resources and Sustained Competitive Advantage</i> , <i>Journal of Management</i> , 17(1), 99-120.		
Quality assurance methods that ensure the acquisition of exit competences	<ul style="list-style-type: none"> <li>• Monitoring student's class attendance (teacher)</li> <li>• Class quality supervisions (Vice-Dean)</li> <li>• Analysis of student success (Vice-Dean)</li> <li>• Student survey on the quality of teachers and teaching (University of Split, Centre for Quality Improvement)</li> <li>• Final exam is relevant for the assessment of course outcomes. The content of exam is reassessed periodically in order to assure fit with course outcomes.</li> </ul>		
Other (as the proposer wishes to add)			